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**The role of civil organisations, their capabilities and limitations,
and the mechanisms of cooperation in civil-military cooperation**

Abstract of the PhD dissertation

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1. FORMULATION OF THE SCIENTIFIC PROBLEM

I started the research of the connection between civil organisations¹ and the Hungarian Army in 2006. This was when I met the concept CIMIC ability for the first time, and at this time, this concept was even less known in Hungary. CIMIC is an English acronym which derives from Civil-military co-operation. At first, the meaning of the word CIMC and the maintaining of connections with civil organisations have been outlined for me with the help of the commander and strength of the Civil-military cooperation Centre (MH CKEK) of the Hungarian Army, for which I am still grateful for them.

I have chosen “The role of civil organisations, their capabilities and limitations, and the mechanisms of cooperation in civil-military cooperation” as the title for my doctoral dissertation. The research itself has a multidisciplinary nature, since because of the topic, it also includes the knowledge of sociology, psychology, political science and economics, and it also covers safety constraints, the changes in the utilisation of military forces, and the great change in the world system as well. As we will see, the cooperation itself is also within certain bounds, so it is worth exploring the possibilities and limitations within which the commander with CIMIC ability can move.

From the point of view of military science, the topic of the CIMIC ability has already been researched. However, from the point of view of social sciences, it can be considered as something completely new, because only a few scholars exist in civil life who are somehow in connection with the armed forces.² In Hungary, this phenomenon manifests itself to a greater extent since the changing over to a professional military force because earlier, the male members of society – those who were physically fit for it – were almost completely part of the recruited army. This contact can only be considered as minimal since the changing over into a professional army, which decreases the number of the scholars who would ever get in touch with the armed forces.³ From a scientific point of view, this has the following significance: since the CIMIC ability and the civil organisations in connection with it or refusing it have not been researched yet a from the point of view of social sciences at a higher level, neither in Hungary, nor internationally, any scientific results in this field can be considered as new.

Besides science, examining the Hungarian CIMIC ability is also interesting because a few years earlier the Hungarian Army and international organisations like the NATO and the European Union were only at the beginning of their existence. Apart from this, it is also worth mentioning how the army, which is a historically archaic organisation from many aspects, opens towards the modern civil sphere and how the connection system of these two organisations works or not works.

The number of the organisations with which the CIMIC and e.g the Liaison Monitoring Team gets in touch with (this latter is kind of a successor of the CIMIC in Kosovo) has been increasing day by day. The reason for this is that the CIMIC ability has already been used for a longer time, so the number of connections with civil organisations has increased, and has been increasing ever since. Of course, from the point of view of the Hungarian Army, it is not the number of connections with civil organisations which is decisive but rather the quality of them and the mission of the commander.

¹ I am using the expression „civil organisations” all through the research. Civil organisation is a collective term which includes a certain area of society. Since this concept is very broad, I am making it equivalent with the expression „non-profit sector”, an expression used sociology, the cross-section of which is narrower, and I am projecting the later definition in this way.

² I am not using the „Hungarian Army” because in my opinion, the present situation is similar in the case of the fellow organisations as well.

³ Of course, if a certain duty requires the calling of outer expertise in, then this can be executed through the appropriate channels.

“The NGOs (civil organisations) can be present in large numbers, and using quite sophisticated methods in potential operational areas, there can be hundreds of them. Usually, they are attached to their independence from political control very much in order to keep their independence and efficiency. In many cases, their impartiality had advantages as well, since after the end of the political conversation, they meant the only possibility to re-establish connections. They are very professional in their own field, very motivated and ready to take real risk as well in stunning situations.”⁴

As the result of the research, the CIMIC gains practically utilisable pieces of information, and by using them as knowledge, it can increase its own efficiency, widening and making its cooperation better with civil organisations in this way, increasing the safety of soldiers serving in operational areas, and last but not least, helping the civilian population.

2. HYPOTHESES

During my research, I have set up the following hypotheses:

In mission areas and in Hungary, the number of civil organisations and their social role assuming has been constantly growing. The reason for this is the social development which has taken place among the western world’s civilian population and also in Hungary since the 20th century. The CIMIC ability of the Hungarian Army and the quality of the Hungarian Army’s connection with these civil organisations has shown a continuous growing both in mission areas and in Hungary.

In my opinion, military professionalism and the development of the military expedition ability have appeared, and also, there has been a change of ideologies in the military forces after the cold war, which has raised the value of the connection with civil organisations for the army. The practical reasons behind this are the following: maintaining connection with them is useful because different pieces of information can be gained from them, material goods can be saved through working with them, and in the case of CIMIC projects, different kinds of duplications can be avoided.

According to my hypothesis, the attitudes of the past system still have an impact on the judgement of the Hungarian Army in our country and on the CIMIC ability as well, which would probably decrease as time passes. What is more, in the case of Hungarian civil organisations, in the acronym CIMIC, the word “civil” can cause misunderstanding.

The professionalism process taking place in the Hungary Army, and the fact that the young generation does not take part in in the regular troop training any more, makes the concept of the armed forces more and more unknown for Hungarian society. In my opinion, this process has an impact on cooperating with Hungarian civil organisations of the CIMIC ability, because for the civil population, the Hungarian Army is less and less known personally.

As for me, what I think is that the efficiency of the cooperation can be best improved by personal relationships since in the case of the majority of organisations, cooperation depends on the quality of personal relationships. In the case of major civil organisations, a political agreement can also be possible between the two spheres, identifying the segments where the two areas can cooperate.

According to my hypothesis, the connection between civil organisations and the Hungarian Army can be modelled well with the triangle of “Cooperation, logistics and safety” beyond the border. Based on this triangle, the attitude whether civil organisations would cooperate with the army or would work independently from them can be followed. Civil

⁴ AJP-09, 2003.

organisations carrying out activities the army does not necessarily know about, or carrying out activities opposite with the purpose of the mission, also exist.

In my opinion, civil organisations regard the army as a partner during humanitarian kind of operations, they seek the possibility of cooperating with it, and one of the intersections of this cooperation is the CIMIC ability. This is why we should make a difference between the nature of the operations, since there are cases when civil organisations dissociate themselves from the armed forces, and also, there are cases when they especially seek the possibility of cooperating with it.

3. RESEARCH AIMS

When writing this dissertation, I kept the following aims in my mind:

- to examine the causes why civil-military cooperation has risen in value both from military and from civil side
- to define the nature of the CIMIC ability cooperating with civil organisations, the mechanism of cooperation
- to examine the causes of distrust shown by civil organisations towards the army both in mission areas and in Hungary and bring the possible solutions to light
- to examine how the efficiency of the cooperation could possibly be improved
- to survey the abroad experiences in cooperating with civil organisations
- to identify the advantages of the cooperation with civil organisations
- to identify the limitations of the cooperation with civil organisations
- to create a “cooperation, logistic, safety triangle” model, with the help of which the connection between the army, the CIMIC ability and civil organisations can be modelled in operational areas.

4. RESEARCH METHODS

In order to achieve the aims above, I have applied the following research methodology:

Previous data collection, gaining information

When examining civil organisations and the CIMIC ability, I have applied the following research methods:

- studying scientific literature;
- making and applying interviews;
- taking part in military exercises, trainings
- taking part in missions;
- observation as a participant

The research began with a wide ranging previous data collection. First, I was searching for examples from history, when the war lords and the rulers (often, these two were not separated) were thinking in the long run: when occupying or keeping an area, they usually tried to do their best in order to be in good or appropriate terms with each other. The first question to be answered was the following: were there any specialists in history dealing especially with this task, or was this task organised “ad hoc” in the past. The second question was the following: in the case of Hungary, were there any scientific works about the CIMIC ability or about the MH CKELMK and its forerunner, the MH CKEK. Since the MH CKELMK is already ten years old, I have managed to read basically all the journalism published in Hungarian, including those doctoral dissertations too, in which a greater attention

is paid to the CIMIC ability. Since no such independent dissertation has been written yet, I studied these ones. I have paid attention to the theses dealing with this topic, the TDKs (scientific student works), the writings published in the civil press and in the columns of scientific military journals, conference lectures and lecture volumes. Since the appearance of online search engines, the open documents of different federal systems (NATO, UNO, EU) and other nations dealing with the topic of CIMIC have become available, which I have also built into my dissertation. I have studied and analysed the collected scientific literature.

I have been serving in the 2nd CIMIC group of the MH CKELMK executive bodies since 2009, and in this way I could get an insight to different military exercises, trainings, educations, preparations for missions: first as a participant, and then as an instructor too, and two occasions as the member of the strength preparing for foreign service. During my foreign service in Kosovo in 2011 and then in 2014, I had the possibility to get to know the maintaining of connections with civil organisations. I have also built my experiences gained there into my dissertation.

At an early phase of the research, the possibility of using questionnaires as a research method came up. I conducted the first questionnaire analysis with the strength of the MH CKELMK about the cooperation between the CIMIC ability and civil organisations. The results of this served as previous pieces of information for this present research. The most important advantage of questionnaires is the infinite number of reproducibility and the comparability of the results. Empirical researches are greatly acknowledged because they cannot be questioned, but in this area, where human factors play the most important role, the thoughts by Robert Karl Merton concerning intermediate level theories cannot be applied. In this present case, there are so many factors which cannot be modelled thoroughly by using questionnaires. The most appropriate method of completely becoming familiar with something and trying to describe it is using depth interviews and also, observing as a participant. I used this latter one in the case of the strength of the MH CKELMK. The advantage of this is that during his daily activities, the researcher is also part of the community he would like to study while gathering the pieces of information necessary for him. In this way, the gaining of information can be considered as many-sided and wide-ranging. However, observation as a participant can have disadvantages as well, because it is difficult for the researcher to keep his independence from the research units, participants, the given culture, cultural medium and milieu he is studying, so in this case, objectivity is lower than in the case of applying the questionnaire method.

As for special areas, where I did not have the possibility to get an insight to them, I made depth interviews with the given people, making the research as complete as possible. I used depth interviews both with the strength of the MH CKELMK and the participants of civil organisations, with whom the CIMIC ability is or was in active connection. In this latter case, I made an interview with every person who is in connection with civil organisations in Hungary. Getting in touch with civil organisations working in abroad in mission areas and having no Hungarian roots is not full-scale. I have managed to develop a notion about them based on our cooperation and in other operational areas through the CIMIC and LMT soldiers who were in connection with them.

Creating a theory

At the beginning, I put the emphasis on the cooperation between the CIMIC ability and civil organisations, and the factors influencing this, and after a while, I divided the research into relevant subparts after having the appropriate quantity of information, so that I could concentrate on them even more. I have created my hypothesis and the appropriate research units according to the topic worked up. In space, I have divided the research into two parts: mission areas (Afghanistan and Kosovo, or may this be any part of the world in the future)

and Hungary. Based on their behaviour, I also divided civil organisations into two parts: cooperative and dissociating civil organisations. A third category could also be created, which could be characterised by the attribute “passive” based on their behaviour, but I have defined them as a special subcategory of dissociating civil organisations.

During the research, I have collected the Hungarian civil organisations with which in some way, the CIMIC ability has been in connection with since its establishment: Foundation for Afghanistan, Foundation for Africa, BOCS Foundation, Hungarian Red Cross, Hungarian Reformed Charity Service, Dorcas Aid Hungary, Historical Gallant Order, Ecumenical Aid Service Hungary, Baptist Charity Service, Hungarian Volunteer Sending Foundation, and in an indirect way, the HAND Union. The HM Catholic Field Episcopate does not belong to here according to its legal classifying, but similarly to the Hungarian Reformed Charity Service, they also supported the work of the Hungarian Army by organising donation collecting among the civil population, and they forwarded these donations for the population of Afghanistan and Kosovo through the CIMIC. In the case of Afghanistan, making interviews with the civil organisations was not possible, because there are many volunteers in the civil organisations, and they were not available after their returning home, so I have developed a notion about them with the help of the CIMIC colleagues cooperating with them. In the case of Kosovo, the task was easier, because in 2011, the Liaison Monitoring Team took the Podojevo district over, and then I was the one who created the database, and contacted with the civil organisations operating in this area, and in this way, I have managed to develop a complete notion about this area of Kosovo.

Identifying research units

During the research, I have examined the cooperation between formal civil organisations and the CIMIC ability, so I have identified two research units. One of them is the strength applying CIMIC ability, which is framed at an organised level by the MH CKELMK in Hungary. The other research unit was the relevant civil organisations. The civil organisations are registered, they have a structure and a name, so they can be followed easier from the researcher’s point of view.

The informal civil sphere cannot be completely mapped because of the research difficulties in operational areas. In most cases, the informal communities gather around one or a few charismatic people, they are not registered, and so, they are not present in the scope of the state machinery, either. In Hungary, there was an example for this: a family from Kakasd organised a clothes collecting in the nearby villages, and they forwarded these clothes for the poor in Afghanistan through the CIMIC ability.⁵

The CIMIC ability carries out the majority of its tasks in abroad, in mission areas (in Kosovo and in Afghanistan). Since the beginning of the research, the research environment and the research units⁶ have undergone several changes. In Kosovo, the number of CIMIC groups had been continuously decreasing, then a year before, they were eliminated.⁷ From the line of duties of the CIMIC ability, the connecting activity was taken over by the Liaison Monitoring Teams⁸, first by working simultaneously, then on their own. The Liaison Monitoring Teams maintain connections with civil organisations in the same way as the CIMIC ability. When the CIMIC ceased to exist, an era was considered as successfully finished in Kosovo. In the northern part of the country, there are disturbances now, but in my

⁵ Erika VARGA, Jószivíú Kakasdiak, in: http://www.honvedelem.hu/cikk/joszivu_kakasdiak, date of downloading: 2012. 05. 12.

⁶ Research unit: CIMIC ability and civil organisations

⁷ A small number of staff CIMIC people have remained in KFOR HQ.

⁸ Liaison Monitoring Team: LMT

opinion, there is no connection between these events and the earlier CIMIC activity.⁹ In Afghanistan, the Hungarian Provincial Reconstruction Group¹⁰ has taken over the tasks from the Dutch forces in Baghlan province since the 1st of October in 2006. By now, the safety state of the province has changed in a negative way compared to the initial state. Unfortunately, the number of CIMIC projects has also decreased because of this reason, since leaving the camp has become risky. The consequence of this is that the movements in operational areas do not last for long in time, either. In a situation like this, it is worth examining which civil organisations are still capable of effective work and which are the ones that have already left the operational area.

When writing this dissertation, I have examined the following areas, and I have drawn the consequences:

- I have followed through the meaning of Civil-military co-operation in different military regulatory systems.
- I have surveyed the most precise definitions of civil organisations.
- I have studied the formation of the civil-military cooperation, and the Hungarian history of civil organisations.
- I have outlined the formation of the Hungarian CIMIC ability, the MH CKELMK, and the international connections of it.
- I have highlighted the kinds of misunderstandings in the interpretations of the CIMIC from a military point of view because of its special nature.
- I have shown the aims and the most important tasks of the CIMIC ability.
- I have conducted researches concerning different, similar kinds of realisations of the CIMIC ability, I have outlined the Civil Affairs ability of the USA, the Civil-military coordination used by the UNO, and the Cluster system as well.
- I have outlined briefly the role assuming of the CIMIC ability of the MH CKELMK in the operational areas of Afghanistan, Kosovo and Iraq.
- The results of the research are presented in the chapter “Results of the Research” with the help of the interviews I have managed to make.
- At the end of the dissertation, I have summed up the results of the research, I have made recommendations, I have outlined the practical utilisation of the results of the research, and the areas that need further research.

Many important researchers have already studied the topic of the CIMIC ability from a different aspect, the topic which has been worked up by me as well. Prof. dr. József PADÁNYI mk. brigadier general has researched the topic of civil-military cooperation, and he also taught the subject “Theory and practice of civil-military cooperation” in the PhD Education. What is more, he is working actively as a PhD consultant concerning this topic. Dr. Gábor BOLDIZSÁR colonel has undertaken an active role in introducing the CIMIC and the PSYOPS ability in the Hungarian army as the former deputy commander of the MH CKELMK and then as its commander. Besides his numerous publications on this topic, he is also writing about the CIMIC ability in details in his doctoral dissertation, the title of which is “The impact of taking part in peacekeeping missions on the Hungarian Army”. Dr. Zoltán László KISS lieutenant colonel has also researched the CIMIC ability according to sociological points of view, and he taught the subject “Civil-military connections CIMIC” at the National University of Public Service, and at its legal predecessor, the Zrínyi Miklós University of National Defence. Sándor Kolossa lieutenant colonel, vice president of the

⁹ The present conflict in the northern part of Kosovo has broken out because of the „customs stamps” case.

¹⁰ Provincial Reconstruction Team: PRT

department of the civil-military connections of the MHTT has also played a significant role in the research of civil-military cooperation, as well as in its education and as a consultant of the students' scientific researches on this topic.

5. THE CONCISE DESCRIPTION OF THE CONDUCTED RESEARCH CHAPTER BY CHAPTER

Chapter 1: identifying the definitions of Civil-military co-operation and civil organisations

I have studied and compared the definition of Civil-military co-operation in different military regulators. In order to define civil organisations, I have followed through both the national and international scientific literature and based on this topic, and I have concluded the following: the most precise definition is the one by the John Hopkins Comparative International Non-profit Sector Project, it can identify civil organisations in the most precise way for the army, so that it can be examined from scientific point of view as well.

When analysing civil organisations, I have drawn the conclusion that the International System of Classification included in the John Hopkins Comparative International Non-profit Sector Project is the most appropriate to categorise civil organisations. By using this category system, the categorisation and the maintenance of the database kept about them can be made easier.

In the research I have followed through, and then outlined the history of civil organisations in Hungary, because in my opinion, this historical past influences greatly the attitude towards the present army.

Based on the interviews, I have drawn conclusions about the differences between civil organisations and the armed forces in my research, and this knowledge can increase the safety of soldiers in operational areas.

Chapter 2: The formation of the civil-military cooperation and the establishment of the Hungarian CIMIC ability and the Civil-Military Cooperation and Psychological Operational Centre of the Hungarian Army

In my research, I have examined the formation of the civil-military cooperation from a historical perspective. I have outlined the history of the Hungarian CIMIC ability and the Civil-Military Cooperation and Psychological Operational Centre of the Hungarian Army, and I have followed through its formation, development, strength table, system structure and the modifications of it.

I have stated that the organisation has undergone a great development since its establishment, contributing in this way to the professionalism of the special activity carried out by it. I have examined and analysed the international professional relationship system of the Hungarian CIMIC ability, I have described the NATO CIMIC Excellence Centre, and the Multi-national Civil-military Group. I have found that the development of these organisations is parallel with the Hungarian CIMIC ability.

I have examined the aims of the CIMIC, the main tasks of it, the civil-military maintenance of connections, the supporting of the civil environment and the armed forces as well, and I have found that these points are especially connected to the forming of relationships with civil organisations.

I have examined and outlined briefly the types of military operations, the two big groups: war and non-war military operations. I have found that without knowing these two groups, the environment in which the CIMIC ability and civil organisations work cannot be interpreted.

Chapter 3: International overview to the realisations of the CIMIC ability

During the research, I have analysed the international realisations of the CIMIC ability, and also, the Civil Affairs ability of the USA, and I have drawn the conclusion that compared to the CIMIC ability used by the NATO, the biggest difference can be found in the great number of civil specialists employed by the army and in the presence of public administration specialists.

I have examined the Civil-Military coordination ability of the UNO in the research, and the definition of it which is different from the NATO CIMIC. I have drawn the conclusion that the expression “Civil-military coordination” is less used in the living technical language, because in many cases, the soldiers of the NATO member countries are employed in UNO operations as well, and they work according to the NATO CIMIC definition .

I have analysed the Department of Peacekeeping Operations of the UNO and the main tasks of it, and I have also described the Coordination Office of the Humanitarian Affairs of the UNO, which coordinates and mobilises humanitarian activities and I have found that the Cluster system was formed in order to harmonise the humanitarian activities of the UNO.

Chapter 4: The role assuming of the Civil-military Cooperation and Psychological Operational Centre of the Hungarian Army in different operational areas

During the research, I have examined the role assuming of the Civil-military Cooperation and Psychological Operational Centre of the Hungarian Army in different operational areas, and I have introduced briefly the history of Afghanistan, Kosovo and Iraq, the way leading to this present situation, the geopolitical, population and ethnic data of them. I have found that for the Hungarian Army and the CIMIC, this knowledge of the operational area is inevitable for carrying out the task.

I have examined in the research the basic work of the Provincial Reconstruction Team established in Afghanistan, and I have described the structure and the functioning of the S9. I have drawn the conclusion that this organisation has shown a continuous development since its establishment, and the CIMIC segment was one of the inevitable parts of the complex system during the maintenance of contacts with civil organisations.

In the case of Kosovo, I have researched the CIMIC ability and the activity of it in a similar way, and also the work and the construction of the Liaison Monitoring Team which was following it, and I have also drawn the conclusion that the CIMIC ability was inevitable from the point of view of maintaining contact with civil organisations all the time.

In the case of Iraq, the interviews made during the research, I have drawn the conclusion that in those times, the distance between civil organisations and the army was even bigger, and they were also more distrustful towards each other, like later in the case of Kosovo.

Chapter 5: Results of the Research

The reasons why civil-military cooperation has risen in value from military and from civil side

Warfare in the 21st century and the way of applying armed forces differ greatly from that of the past. Military professionalism has managed to reach such a level that has placed the army more or less outside society, since the members of society cannot get an insight to the world in which soldiers live. At the same time, soldiers are also isolated from the civil world because of their specific communication and clothing. What is more, expedition ability has also appeared together with technical development, making it possible to carry out different operations in long distances as well. Big geographical distance often goes hand in hand with meeting a population, culture and civilization there which is different from ours. In the case of contacting with another culture, when the aim is not the destruction of it, but rather peaceful co-existence or being on friendly terms with each other, then the CIMIC ability is needed,

which is an ability specialised for these cases. It can be considered as a military ideological change when the army does not only carry out traditional operations (in these cases, the aim is to destroy the enemy), but also peacekeeping or humanitarian activities. During non-traditional military operations, it is advantageous to create a link, both from the point of view of the civil sphere and the armed forces. During a humanitarian operation, where many civil organisations appear in the area in order to help the local population, the armed forces should take them into consideration. In these cases, work can be coordinated through the CIMIC ability – for example, in order to avoid duplications of projects by the military and the civil side in the same area.

The features and the causes of the military side of the CIMIC ability cooperating with civil organisations and the mechanism of cooperation

When studying civil-military cooperation, I have divided civil organisations into national civil organisations which can be found within our borders, and to those with which the CIMIC ability is connection with in abroad. Of course, there are national civil organisations as well which are developed and liquid enough to work in abroad too, for example the Ecumenical Charity Service Hungary and the Baptist Charity Service, but the number of these organisations is still quite low. During the research, it came up as a novelty that the word “civil” in the CIMIC ability as an acronym can be misleading for some of the national civil organisations. There was an organisation, who thought that this was the responsible body for making the Hungarian Army more civil. Since the word “civil” can be misleading for them, I have analysed this word ethimologically. Of course, these false thoughts disappear immediately when these people take part in a common training or some kind of an education, or maybe while working on a common project.

The causes of distrust shown by civil organisations towards the army, and the possible solutions

The distrust shown by civil organisations towards the army is especially characteristic of Hungary, so I have concentrated on Hungarian attitudes in this chapter, since distrust is a negative feeling. In the case of civil organisations in mission areas in abroad, their behaviour can rather be characterised by the word dissociation, without the feeling of distrust. Dissociation does not have any negative overtone; it is the equivalent of indifference. The distrust of the civil organisations in Hungary can be attributed to the regular troop service of the past system, the dictatorial political system, and the lack of the regular troop service now. The attitudes which derive from the past system will disappear inevitably as time passes. The present day problems of distrust towards the army derive from not knowing the system, and this can be influenced to a positive direction by an appropriate social presentation, by the maintenance of connections with those involved, and by getting to know each other better.

Increasing the efficiency of the cooperation - possible solutions

I have already mentioned that in Hungary, the cooperation with civil organisations can be made better through common trainings and other meetings, by getting to know each other better. In mission areas, this rather depends on personal relationships. Often, the members of the civil organisations do not know the ranks, so in many cases, they do not follow the rules of contact of the military hierarchy, either.

In operational areas, sympathy, or in other words the human factor, the quality of the relationship will be crucial in the case of smaller organisations when opening up towards the armed forces. So, in the case of special strengths, it is inevitable to introduce the contact persons to each other, so that the connection established can remain continuous. In the case of

bigger political organisations, agreements at a political level are also possible, in these cases the contacts are in the frame of legal agreements.

Abroad experiences of cooperation with civil organisations

In the case of Iraq and Afghanistan, the quality of the connection with civil organisations has shown a continuous growth. This can be attributed to the fact that both spheres have managed to get to know each other better, and they have realised where the possible intersections are, where they can work together. The case of Kosovo is different from the case of Afghanistan and Iraq because of the safety situation. Here, civil organisations did not have to be afraid of keeping contact with the armed forces; they were not exposed to danger in this way.

When civil organisations dissociate from the armed forces on the battlefield in order to keep their safety, we can still keep in touch with them in some way, via telephone or e-mail, but we should try to keep in touch with them personally as well as much as possible. In operational areas, continuous checking is important from every aspect. When the CIMIC is carrying out a common project with a civil organisation, then checking is important, whether the other side is really carrying out its tasks too. In these occasions, their work and the quality of it can be got to know, and it can be decided whether further cooperation would be worth or not. In the case of bigger civil organisations, when there is an appeal from the armed forces, but the cooperation does not work, it is not because of the safety situation, but because the civil organisation is liquid enough, and it does not need the army for its work.

One of the most important representatives of the Hungarian civil organisations has emphasised that we should make a difference between the nature of the operations, since there are areas where the independence of the organisation means safety for them, and also, there are areas (e.g. humanitarian operations) where cooperation with the armed forces is especially sought.

Advantages of the cooperation with civil organisations

In the case of cooperation, the army can get information, and also, common projects can be realised, which is also economical for the armed forces. We can avoid duplications; we do not carry out the same two projects in the same area. By cooperating with civil organisations, the acceptance of the army can be increased. Civil organisations can have experts with special knowledge who can help us.

Limitations of the cooperation with civil organisations

The limitations of cooperating with civil organisations can be approached in two ways. One of the barriers is the dissociation in operational areas, which I have already described earlier. According to the other approach, some civil organisations can also carry out an activity the armed forces do not necessarily know about, can carry out some kind of a hidden activity, for example there might be spies among them the other members of the organisation do not necessarily know about. What is more, there might be organisations representing aims which are especially opposite with the army's aims, for example when in 2004, the activists of civil organisations prevented the building of the radar station on the Zengő hill in Hungary. Of course, the CIMIC does not get in touch with these latter organisations.

The triangle of cooperation, logistics and safety

In operational areas, I have managed to describe the connection with civil organisations by modelling it with the triangle of cooperation, logistics and safety. Since many organisations do not have an appropriate transport capacity, they avail themselves to military logistics, and in this way connecting with the armed forces because of necessity. Many civil

organisations dissociate from military organisations in order to present their independence and in this way guaranteeing their safety, or because the army is irrelevant for them, since they have enough capital. However, when the safety situation reaches a critical level, civil organisations apply for defence by the army, and in this way, their former dissociation disappears.

6. SUMMARY OF CONCLUSIONS

According to the results of the research, it can be clearly seen that during the past ten years, since the appearance of the CIMIC ability in an institutionalised form in the Hungarian Army, a great development can be observed in the cooperation between civil organisations and the CIMIC ability. As for the Hungarian Army, there have not been any similar cooperations in operational areas earlier. One of the reasons behind this is that concerning history, civil organisations are very new formations in society, and the armed forces are institutions with very conservative traditions, and for them, these present day inner changes are completely new, which had to be learnt.

As for the Hungarian CIMIC ability, connecting with civil organisations is now in the training material, in the compilation of which I also had the possibility to take part. The commanders of the MH CKELMK paid much attention to this area, so the national civil organisations, which were relevant from the point of view of the CIMIC ability (this means that they are carrying out developing, humanitarian activities, or knew a special field), were invited to the trainings as lecturers. The civil round table forum has also been established, to which the organisations were regularly invited, and they had the possibility to get an insight to each other's life. The relationship with Hungarian civil organisations has been continuously built in mission areas and in Hungary as well. Of course, there were also organisations with which the connection was cut off for some reason, because for example, they do not operate any more in the area where the CIMIC ability of the Hungarian Army is present.

Why are civil organisations important for the Hungarian Army? Nowadays, where military forces appear, not they are the ones who are present, but also the many different participants of the civil world as well, and their number would probably grow in the future. In the case of a war, often they are the ones who help the refugees. They usually appear in the given area earlier than the armed forces. During non-military, but especially humanitarian operations the cooperation between the two segments is almost inevitable, since in these cases, they increase the efficiency of each other to a great extent.

Through cooperation, the army gets information, can spare material goods, e.g. it avoids different duplications in the case of projects, it can learn special knowledge from them. Civil organisations can get protection, logistical support and mutual information from the armed forces, and they can also avoid the duplication of different projects. As for civil organisations, they often dissociate from the military organisation, and the reason for this is that they usually increase their safety by this, because as long as they are independent, they do not serve as a military target. However, humanitarian kind of operations should be separated here, because civil organisations definitely cooperate with the armed forces for the sake of their common goals. Within our borders, in Hungary the relationship with the relevant civil organisations is good. There are also civil organisations with which the relationship is not advantageous from the point of view of the armed forces: for example, when the civil organisation carries out an activity which cannot be harmonised with the aim of the military task, then the army dissociates.

During the research, it has turned out unambiguously that in the case of civil organisations, the quality of human relationships is very important. In other words, if the

CIMIC soldier, who is the visible “face” of the Hungarian Army, is likeable for them, then there will be cooperation. In these cases, we already talk about the relationship of individuals, and not about the relationship of organisations. If there is no sympathy, then the cooperation can only function based on very strong common interest. Since civil organisations are very flexible and independent, they are the ones who decide the direction based on which they will work and even if it is identical with the direction of the Hungarian Army, it is still not sure whether the connection would be established or not.

On an executive level, the cooperation can be considered as good, the further development of which can be best exemplified by the formulation of István Guba lieutenant colonel: “In Afghanistan, the activity of civil organisations was much greater than in Iraq. Perhaps this was because they got to know each other better, and they also came closer to each other in this way, because the system was already more run in. In Afghanistan, there was a discussion with civil organisations twice in every month, and even 8-10 organisations went there. Of course, there were organisations that did not even go near the military objects, because they did not want to lose their neutrality and their protection.”¹¹ In order to increase efficiency, for the ministry it would be worth specifying the terms within which the civil organisations supported by both the military organisation and the Hungarian state can move, and planning it on a strategic level which their aims are, so that the executive level can carry out his activity in accordance with this. If the strategic aims are not outlined in an appropriate way legally, then the CIMIC activity of the military side will operate according to the mission purpose of the commander in the future as well, but in a bit less efficient way.

All in all, it can be said that since the meeting of the two systems including two completely different attitudes, their connection has developed a lot. The points have become clear where the two spheres can and want to work together and those areas as well, where they are indifferent to each other. I would like to end my dissertation with the thoughts of Dalma Földes¹², who worked for 10 years as a volunteer in Cambodia, Laos and Mozambique in the field as the coordinator of the Minefree World Campaign and took part in numerous other volunteer activities as well: “The interest of the local population would be to learn or to provide the possibility for them to survive or find their way around in this new life form. Whether this comes from soldiers, or from civils, is almost all the same. In my opinion, the emphasis is on balance.”¹³

7. NEW SCIENTIFIC RESULTS

The Hungarian Army is an archaic armed force which is basically of the same age as the Hungarian statehood. The name, the nature, the direction and the structure of the Hungarian Army have underwent several changes during history, but the basic function of it has remained the same all the time. When formulating new scientific results, I always kept in my mind to show the connection between the CIMIC ability of the archaic military system and civil organisations in a way that I can help the development of the CIMIC ability of the Hungarian Army.

1. During the research, I have revealed the definition and category system for the description of civil organisations in operational areas, which is the most appropriate for the

¹¹ István Guba lieutenant-colonel, author’s interview, 04-12-13

¹² In 1997, Dalma Földes received a divided Nobel Peace Prize for her volunteer work in ICBL.

¹³ Dalma Földes, HAND Szövetség, author’s interview, 06-03-2007, in: Balázs LÓDERER, A CIMIC szociológiai jellegű kutatása, A hadsereg és a civil szervezetek kooperációjának vizsgálata a CIMIC-n keresztül, TDK paper, Piliscsaba, 2008, 50.

CIMIC ability, making the work of the soldiers easier and more simple in this way, because civil organisations getting in connection with them can be classified into category systems faster in this way.

2. In the research, I have defined the causes of distrust shown by civil organisations towards the army based on depth interviews both in Hungary and in operational areas, and I have outlined the possible answers, and by using these facts, the safety of soldiers working in operational areas can be increased.

3. Based on the analyses and following the changes in history and in society I have outlined that in Hungary the judgement of the Hungarian Army by civil organisations are influenced by other factors than in mission areas, and I have also outlined that from the point of view of civil organisations, humanitarian operations and military operations which cannot be classified into this category should be separated in mission areas as well. By using these research results, the work with civil organisations is going to be more efficient for soldiers both in Hungary and in operational areas.

4. During my research, I have defined the advantages of cooperation with civil organisations, and the limitations of the cooperation as well, making it possible in this way for the CIMIC soldier to increase the efficiency of his work with these pieces of information.

5. Based on the analyses, I have created the “cooperation, safety, logistics model”. With the help of this model, the connection between civil organisations and the Hungarian Army can be described in operational areas, which can increase the efficiency of the cooperation, and the safety of the soldiers serving here.

8. RECOMMENDATIONS

The MH CKELMK and the CIMIC ability within the MH CKELMK have developed a lot since their formation. The strength continuously had the possibility to take part in trainings both in Hungary and in abroad, and besides this, the characteristics of the work were also learned in some kind of an autodidact way in mission areas. Much knowledge has been gathered from the side of special strengths which are not published; these pieces of information are forwarded during common work and conversations with each other.

With István Guba lieutenant colonel as my leader, I had the possibility to work out the CIMIC training program with Zoltán Puskás sergeant-major, and I also had the possibility to elaborate the field dealing with civil organisations, which can serve as a crutch for the training strength in the future. As for the training and the strength which is going to be sent to the current operational area, it would be practical if always the same person gave the lectures who had been in the operational area currently, because although there is a crutch, for example a report of a concrete organisation can help the soldiers a lot during the preparation. I know it from my personal experiences that during the preparation for my mission in Kosovo in 2011, I received a very good training, but at that time, no Hungarian soldiers had been there yet, and we did not have any information about the local conditions. In 2014, when I managed to return to the same place again, my personal experiences and knowledge about these organisations, their members and their work gained 3 years before meant an enormous advantage. In the case of every change, it would be worth bringing certain parts of the database home for the sake of safety, which would also make the work of the strength going to the operational area out easier. In mission areas, the established norm nowadays is that new people take over the relationships from the old ones during buying and selling. The problem with this is the following: if there are many civil participants in the area, then basically this cannot be executed, since getting to know the part of work within the camp, the report forms, everyday life, the other local leaders and the leaders of the civil organisations simply cannot

be possible at the same time. So the soldier going to an operational area would already gain pieces of previous information from the database, and in this way his work would become smooth. When choosing the CIMIC soldiers, it is worth paying attention to the communication quality of them, especially their body language besides their knowledge of foreign languages. When the position to be filled is a staff position, then English as a foreign language is the most important selection aspect. If the position also requires employment outside the camp, then the conscious and significant knowledge of body language is inevitable. CIMIC colleagues often mention social sensitivity as one of the primary selection aspects, but this is difficult to measure, sometimes it can be misleading, and in my opinion, it is rarely an important aspect during the selection. However, body language can be taught and developed in the case of everyone. Even if the soldier cannot adapt himself appropriately to the given culture because of his former socialisation, he can learn how not to communicate this by using conscious body language. This is important because during the maintenance of connections, there will be other members of culture, for whom the person getting in touch with them is the one who is decisive and not the institution behind him. If the soldier is likeable, then there might be a connection; if not, then the chance of this is lower.

During the research it turns out that in the case of Hungarian civil organisations, the attitudes from the past system and the professionalism of the army have created some kind of anonymity towards the army. In the past few years, the Hungarian Army has often been in the media, and in my opinion this is a very good process, because in this way, the civil population can get to know the military organisation better, making the incidental relationship with them easier in the future. Both this process and the Civil round table meetings organised by the MH CKELMK would be worth continuing and making them stronger later on as well.

In order to increase the efficiency of the common work with Hungarian civil organisations in abroad, it would be worth strengthening the strategic level cooperation between the Ministry of Foreign Affairs and the Ministry of Defence, which would specify the directions of development precisely, and based on this, the military and the civil line could also follow it better together.

9. THE UTILISABILITY OF THE RESEARCH RESULTS

I hope that I have managed to show how important civil organisations are for the society, and what advantages the army has if it cooperates with them, and I also hope that I have managed to outline the limits as well which can appear when cooperating with them.

When studying the international scientific literature, after having followed the doctrinal differences, I have found the biggest difference between the CIMIC ability used by the armed forces of the USA and by Hungary in the following: the USA also deploys public administration specialists in order to support civil administration, but there is no difference in the way and the technique of maintaining connections with civil organisations.

Having followed the Hungarian and international comparative studies about civil organisations, I have managed to find a definition and a categorisation which can be applied to this organisation universally, making the analysis and categorisation of these organisations easier for the CIMIC ability in this way.

From the information gained during the research, I have created the “Cooperation, logistics and safety triangle”, based on which soldiers can model and interpret the behaviour of civil organisations in operational areas.

During the research, it has turned out unambiguously that Hungarian civil organisations are influenced by the special historical development of the country (attitudes from the past

system, anonymity) in their relationship with the Hungarian Army and the CIMIC ability. Knowing these causes, the connection can be developed and made better.

One of the most important results of the research was that earlier, mission areas were scrutinised by soldiers from the point of view of civil organisations, but this is absolutely not so. In mission areas, soldiers often think according to the examples of Iraq and Afghanistan, where a major part of the civil organisations dissociate from the armed forces, so that by presenting their independence, they guarantee their own safety. All the representatives of civil organisations pointed out during the research that in humanitarian kinds of operations, they especially regard the army as a partner, and they seek the possibility of cooperating with it.

In Kosovo, there are different features than either in Iraq or in Afghanistan, since here, the safety situation is on a much higher level than in the two other mission areas. The civil organisations present in this area neither dissociate, nor seek the help of soldiers, because in my opinion, the operational phase has already reached such level that the armed forces can be decreased. It can be best proved by that the former CIMIC ability was replaced by the Liaison Monitoring Teams.

10. LIST OF PUBLICATIONS

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11. PROFESSIONAL AND SCIENTIFIC CURRICULUM VITAE

Studies:

- 2008. Péter Pázmány Catholic University, Faculty of Humanities and Social Sciences – Sociology (Specialisation in Politics), Piliscsaba, XI/289/2002
- 2002., Ciszterci Szent István Grammar School, Székesfehérvár, PO1GO25547

Courses:

- 2014. “Life saving soldiers on the battlefield” course
- 2012. “Analysing target groups” course
- 2011. GLOCK Amblers Course
- 2010. MARS operator course
- 2010. National KFOR LMT Pre-Deployment Training Course
- 2010. KVNR course
- 2009. Konsberg URH radio course
- 2009. National KFOR LMT Pre-Deployment Training Course
- 2009. NATO CIMIC Basic Course

Positions:

- from 01-08-09: Civil-Military Cooperation and Psychological Operational Centre of the Hungarian Army, executive organisations, 2nd CIMIC group, evaluation officer

Missions:

- 2014. MH KFOR Liaison Monitoring Team, deputy commander of the group
- 2011. MH KFOR Liaison Monitoring Team, deputy commander of the group

Acknowledgements:

- 2011. Service Badge for Peacekeeping
- 2011. NATO Medal (Balkan Operations)
- 2014. Service Badge for Peacekeeping
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- English, intermediate level “C”, number of certificate: 818953
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